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PLANNING FOR NEW GROWTH - NEW JOBS

U.S. DEPARTMENT OF COMMERCE AREA REDEVELOPMENT ADMINISTRATION

THE AREA
REDEVELOPMENT



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COMMUNITY AIDS

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PLANNING FOR NEW GROWTH - NEW JOBS



U.S. DEPARTMENT OF COMMERCE

Luther H. Hodges, Secretary

AREA REDEVELOPMENT ADMINISTRATION

William L. Batt, Jr., Administrator

ARA PUB. NO. 62-A

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CONTENTS

The Area Redevelopment Act	4
What Is the Overall Economic Development Program?	6
The OEDP and Designated Redevelopment Areas	8
Getting Started	10
Submitting the OEDP	12
Essential Elements of the OEDP	14
Redevelopment Area Organization	14
The Redevelopment Area and Its Economy	15
Basis for Economic Growth	16
Problems and Needed Adjustments	17
Area Goals and Program	18
Local	20
State	22
Federal	23
Actions of Other Private and Public Organizations	24
Attachments	24
In Summary	25
Appendix A. Sample Form—Submittal of Overall Economic Development Program by Redevelopment Area Organization.	26
Appendix B. Sample Form—Certification of Approval of Overall Economic Development Program by State Economic Development Agency.	27
Appendix C. Sample Form—Guidelines for Overall Economic Development Program Review by Area Redevelopment Administration.	28





FOREWORD

• LOCAL INITIATIVE • COMMUNITY PLANNING PRIVATE INVESTMENT

These are the key ingredients for success under the Area Redevelopment Act which President Kennedy signed into law May 1, 1961—an act which creates a partnership of private enterprise, the community, the State, and the Federal Government in the battle against substantial and persistent unemployment and underemployment.

Of all the ingredients, none is more important than community economic planning. It is, in fact, an absolute “must”—for Congress declared that locally conceived Overall Economic Development Programs must be approved by the Area Redevelopment Administration before consideration can be given to requests for financial assistance.

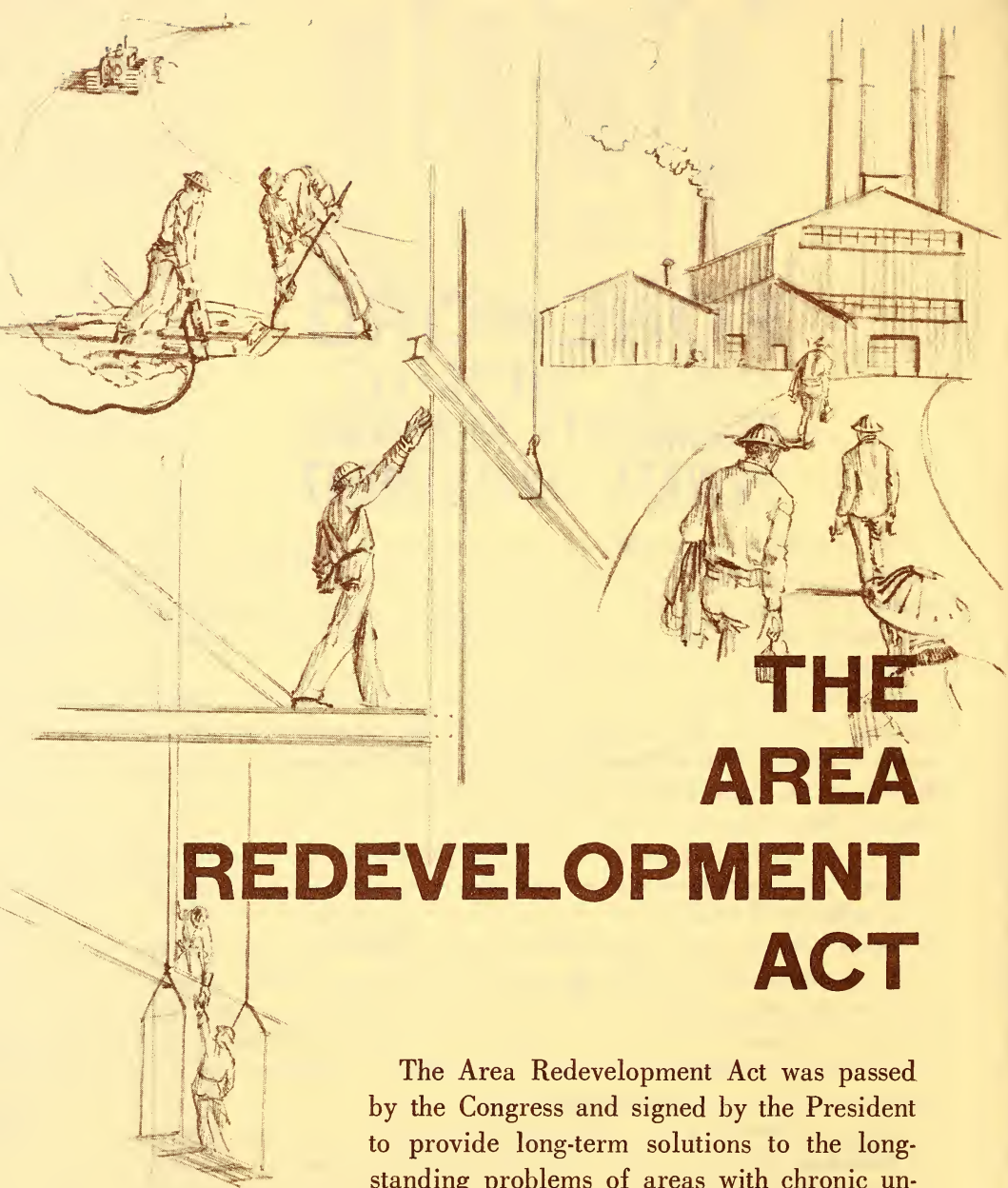
If we are to succeed in our joint efforts to rebuild the economies of pockets of chronic joblessness and low income, communities must proceed in an orderly and logical way. They must map out a step-by-step program to restore economic vigor and provide permanent employment opportunities.

This booklet is designed for the guidance of designated redevelopment areas in their long-range planning. It describes the nature of the Overall Economic Development Program, suggests some guidelines for the preparation of a plan, and tells how it should be submitted for approval under the provisions of the Area Redevelopment Act.

This is the first in a series of publications under the general heading: “A Bookshelf of Community Aids.” We regard it as the most important of these publications—just as we believe that the Overall Economic Development Program will prove to be the community’s most important single document.

For, irrespective of the assistance that later may be forthcoming from Federal or State sources, the local plan will be both a blueprint for progress and a vehicle for channeling the community’s self-help efforts in the direction of growth and job opportunities.

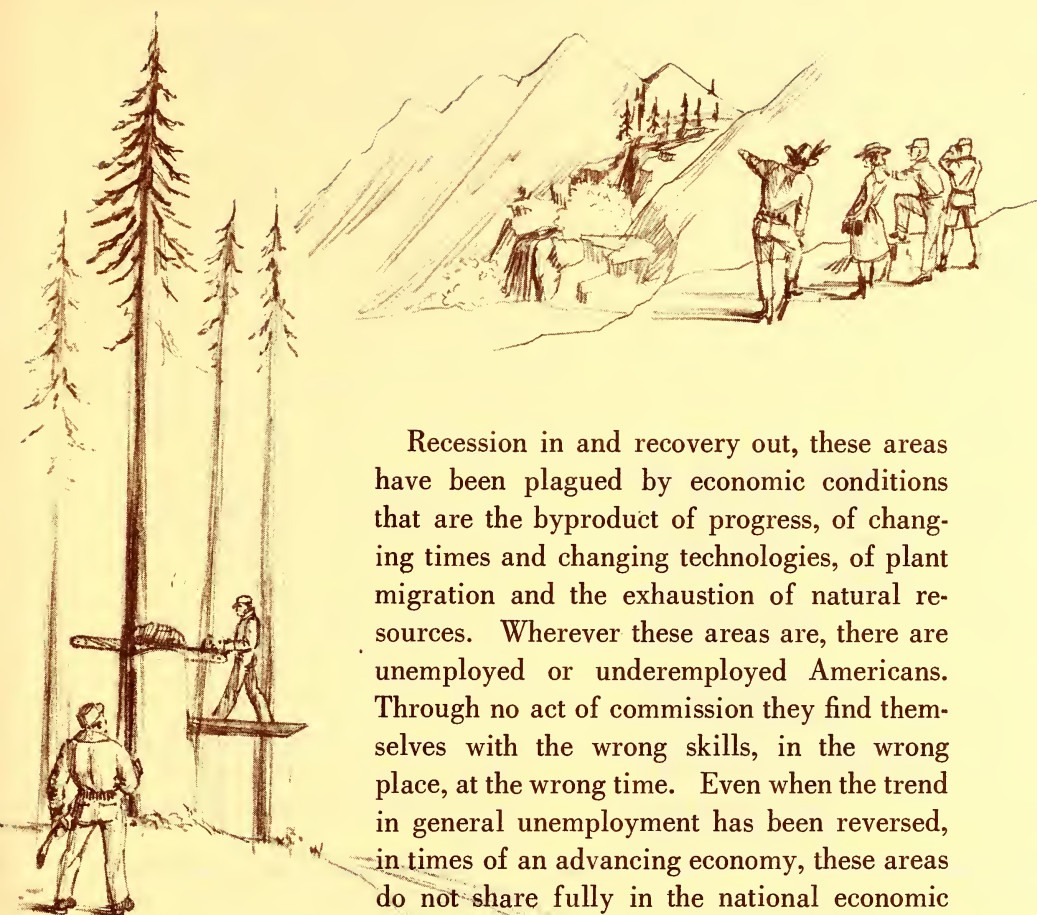
Administrator, Area Redevelopment Administration.



THE AREA REDEVELOPMENT ACT

The Area Redevelopment Act was passed by the Congress and signed by the President to provide long-term solutions to the long-standing problems of areas with chronic unemployment and underemployment. As far back as 1955 a study by the Joint Economic Committee pinpointed the problem:

A paradox of modern economic society is the continuing existence, during periods of full employment, of geographic pockets in which chronic unemployment and underemployment are excessively high. . . . A comprehensive unified program which takes into account all the various types of remedial action necessary in the particular situation is still needed.

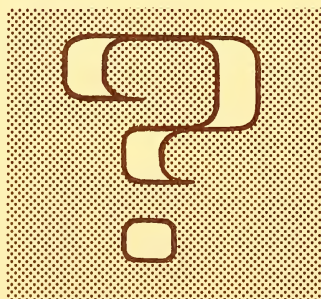


Recession in and recovery out, these areas have been plagued by economic conditions that are the byproduct of progress, of changing times and changing technologies, of plant migration and the exhaustion of natural resources. Wherever these areas are, there are unemployed or underemployed Americans. Through no act of commission they find themselves with the wrong skills, in the wrong place, at the wrong time. Even when the trend in general unemployment has been reversed, in times of an advancing economy, these areas do not share fully in the national economic advance. Special measures are necessary. The Area Redevelopment Act provides these necessary measures. As President Kennedy's 1962 Economic Report states:

. . . The achievable rate (of unemployment) can be lowered still further by effective policies to help the labor force acquire the skills and mobility appropriate to a changing economy. We must also continue the cooperative effort begun with the Area Redevelopment Act, to bring industry to depressed areas and jobs to displaced workers. Ultimately, we must reduce unemployment to the minimum compatible with the functioning of a free economy.

The Area Redevelopment Act provides the tools. It remains only to use them wisely.

WHAT IS THE OVERALL ECONOMIC DEVELOPMENT PROGRAM



The Overall Economic Development Program (OEDP) is a blueprint for progress—the local or area plan of action for achieving the objectives of the Area Redevelopment Act.

In writing this legislation, Congress declared that no financial assistance could be given to a redevelopment area unless it has first won approval of its long-range plan for economic growth. It further stipulated that Federal funds could be used only for those projects which were “consistent” with this plan.

The basic elements of the OEDP include:

- A description of the representative local organization sponsoring the OEDP
- A background picture of the redevelopment area as a place in which to live and work
- An assessment of the labor skills, natural resources, physical facilities, transportation networks, and available markets
- An analysis of the roadblocks impeding progress
- A program of action for creating new employment opportunities—with local, State, and Federal responsibilities clearly identified.

The importance of the OEDP can be judged by the language used by the House Banking and Currency Committee in reporting the Area Redevelopment Act to the House of Representatives. It called the requirement for long-range planning “one of the key features of this legislation, and one of the most constructive for long-term recovery.” The committee’s report said:

The requirement for such a program will assure that the community has reviewed carefully the various economic solutions open to it, before any request is made for such assistance; that the projects submitted are in their proper priority with respect to the community's program; that the community is embarking on a program which is within the available financial, manpower, and technical resources; and that the program contributes toward a permanent solution of local problems.

This requirement for careful studies and advance planning should assure, first, a real knowledge of the economic potentials of the area—whether they lie in the commercial or industrial field. It should point out the strong and weak points of the area, in both the skills of its manpower and its resources in materials, location, and facilities. Such planning should take into account all the potentials of the area. They may be in recreation or tourism, not heavy industry; they may lie in the promotion of parks and the restoration of forests, with the construction of necessary access roads; they may be in research or in light industry employing large numbers of clerical or scientifically trained workers.

It is, moreover essential that each program be appraised realistically . . . in order to make the wisest use of limited public funds and to give maximum help to the area. This is "seed money," to help give impetus to a broad program which, if the unemployed are to be re-employed, will call for private and local public efforts many times the size of the Federal program.

If each economic development program is appraised in a broad way, for the long future, and suitable retraining is undertaken, the benefits of this legislation will be far greater than can be measured by the financial loans or grants.

Many areas of the Nation, of course, have been engaged in economic planning for a long time—and their success in offsetting chronic unemployment, or at least in keeping it from spreading further, is testimony to this planning. Many other areas were not in a position to undertake this necessary preliminary step prior to the passage of the Area Redevelopment Act. The House committee declared:

In many small industrial areas and rural areas that are primarily agricultural, economic programs of the kind envisioned here simply do not exist. Assistance in analyzing their problems in a factual way is an essential first step. Without it, much valuable time and effort could be wasted in haphazard attempts at industrialization.

While economic planning carries no guarantee of success, this provision insures that careful attention will be given to the problems of the area and to the steps that need to be taken to restore prosperity. It will be a reasonable guarantee that redevelopment of the area is feasible, and that the project for which assistance is sought will make a real contribution to the long-term expansion of industry and employment.



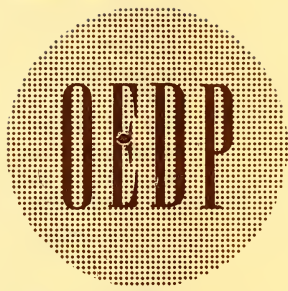
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OEDP

THE OEDP AND DESIGNATED REDEVELOPMENT AREAS

It is only natural that the OEDP will vary markedly from one redevelopment area to another—for the problems and needs of each area differ greatly. Each has a unique combination of economic, social and political institutions.

Redevelopment areas differ in another significant respect: some consist of a single county or even only part of a county; others include several counties; still others straddle the boundaries of two or more States.

Although the act requires that each redevelopment area be covered by an OEDP, the territory embraced by a long-range economic plan need not coincide with the boundaries of a designated redevelopment area.

In some instances, it may be more rational for the economic development program to extend over a fairly large and economically homogeneous region—the anthracite area of Pennsylvania, for example; the agricultural counties throughout the State of Mississippi; the cutover area of Northern Minnesota, Wisconsin, and Michigan. In other instances, State governments have already divided their States into regions for planning and development purposes, and OEDP's might conceivably follow these predetermined lines.

There are distinct advantages to a regional OEDP which embraces several designated redevelopment areas. It saves time, for one thing—for many times a regional OEDP will suggest single solutions to common problems. What's more a regional OEDP helps assure that the overall problems and the potential of the entire region will be viewed and interpreted consistently by each redevelopment area.

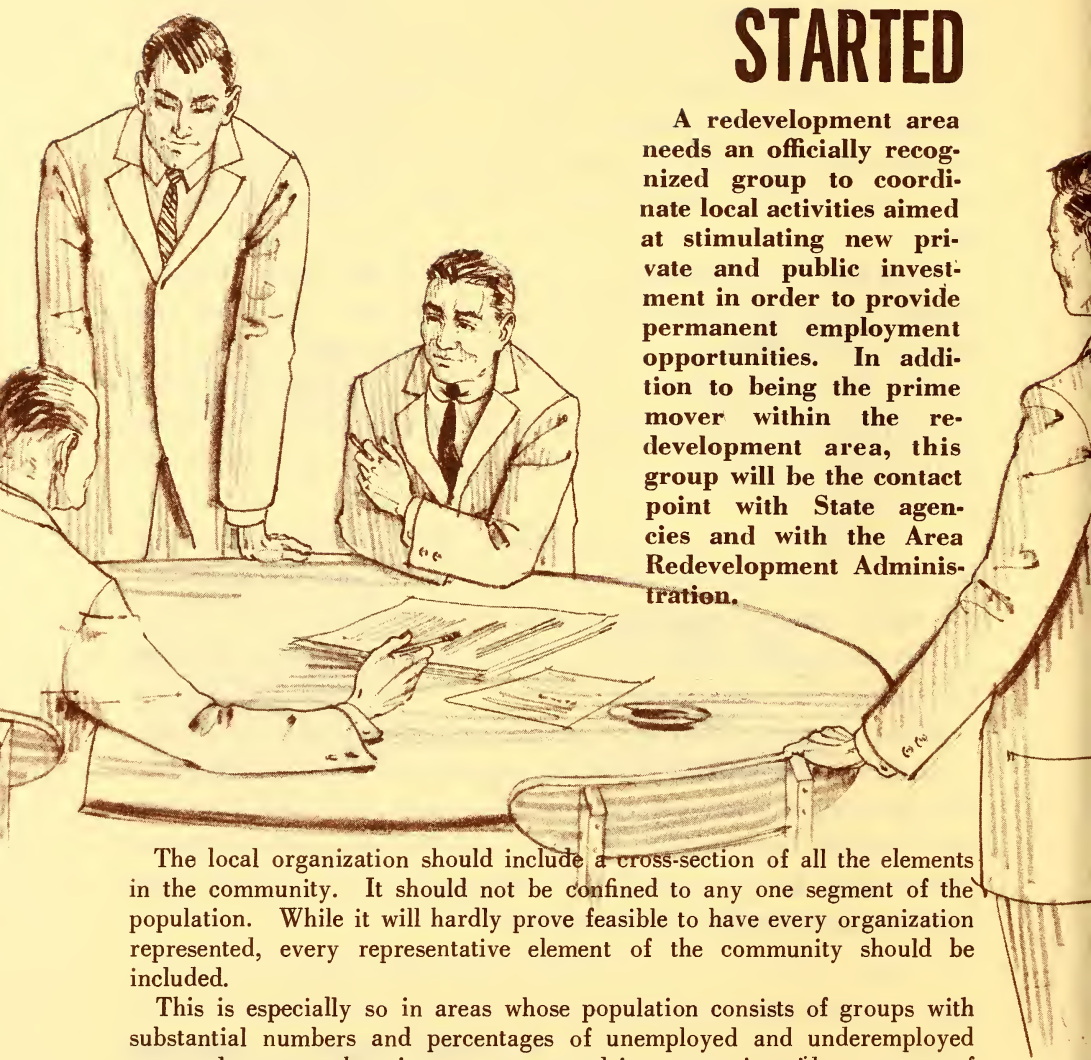
An OEDP may even cover a region which includes both designated and nondesignated areas; it does not follow, however, that the entire region is eligible for financial assistance—only the officially designated areas will be able to obtain aid under the Area Redevelopment Act.

When it appears logical to prepare a regional OEDP, the participation of the appropriate State agency in all phases of the planning is especially important. This procedure not only insures better statewide coordination; it also gives the local redevelopment organization an opportunity to concentrate on the strictly local problems and strictly local solutions.



In cases where a regional economic plan has been drawn up it would be well to have it supplemented by local county-wide economic development programs. Every designated area should work toward a goal of having its own OEDP, individually tailored to the area's needs and potentials.

GETTING STARTED



A redevelopment area needs an officially recognized group to coordinate local activities aimed at stimulating new private and public investment in order to provide permanent employment opportunities. In addition to being the prime mover within the redevelopment area, this group will be the contact point with State agencies and with the Area Redevelopment Administration.

The local organization should include a cross-section of all the elements in the community. It should not be confined to any one segment of the population. While it will hardly prove feasible to have every organization represented, every representative element of the community should be included.

This is especially so in areas whose population consists of groups with substantial numbers and percentages of unemployed and underemployed men and women otherwise not represented in community-wide programs of economic development. Wherever such groups exist and show promise of contributing toward such programs, their spokesmen should be encouraged to participate in the local organization. This will assure that all groups having a vital interest in their community's economic growth and prosperity will be given an opportunity to participate in the systematic and thorough economic diagnosis and prescription for their area's redevelopment.

Some elements will be more strongly represented than others. For example, in most communities business and civic organizations will be prominent in matters affecting the community as a whole. This representation should not, however, be exclusive of other elements in the community.

The following listing will be useful as a guide for choosing a community-wide and representative local redevelopment group:

Government:	Local and county government
Economic groups:	Retail and manufacturing businesses, finance, building, real estate, professional groups, organized labor, agriculture
Civic groups:	Civic clubs, community improvement groups, taxpayer's groups
Church groups:	Ministerial organizations, church councils, individual churches
Educational groups:	Schools, colleges, libraries
Family groups:	Ethnic or racial groups
Welfare:	Social service, health, and welfare organizations
Information:	Press, radio, television

If the redevelopment area includes several communities or counties, the interests of each should be represented on the group submitting the OEDP.

In some areas, much material that will be useful in preparing an economic development program is readily available in the form of data found in economic base studies. But in some of the smaller towns and rural areas it will be necessary to start from the beginning. In either case, many public and private organizations can be of assistance—the area and economic development divisions of banks, utilities, railroads, and universities, for example, or local, State, and Federal agencies.

In the rural agricultural areas the U.S. Department of Agriculture is in a position, along with its affiliated agencies, to exercise leadership and provide guidance both in organizing at the community level and in developing the long-range plan for economic growth. The expert services of the Department of Agriculture are available to all local organizations in these areas.

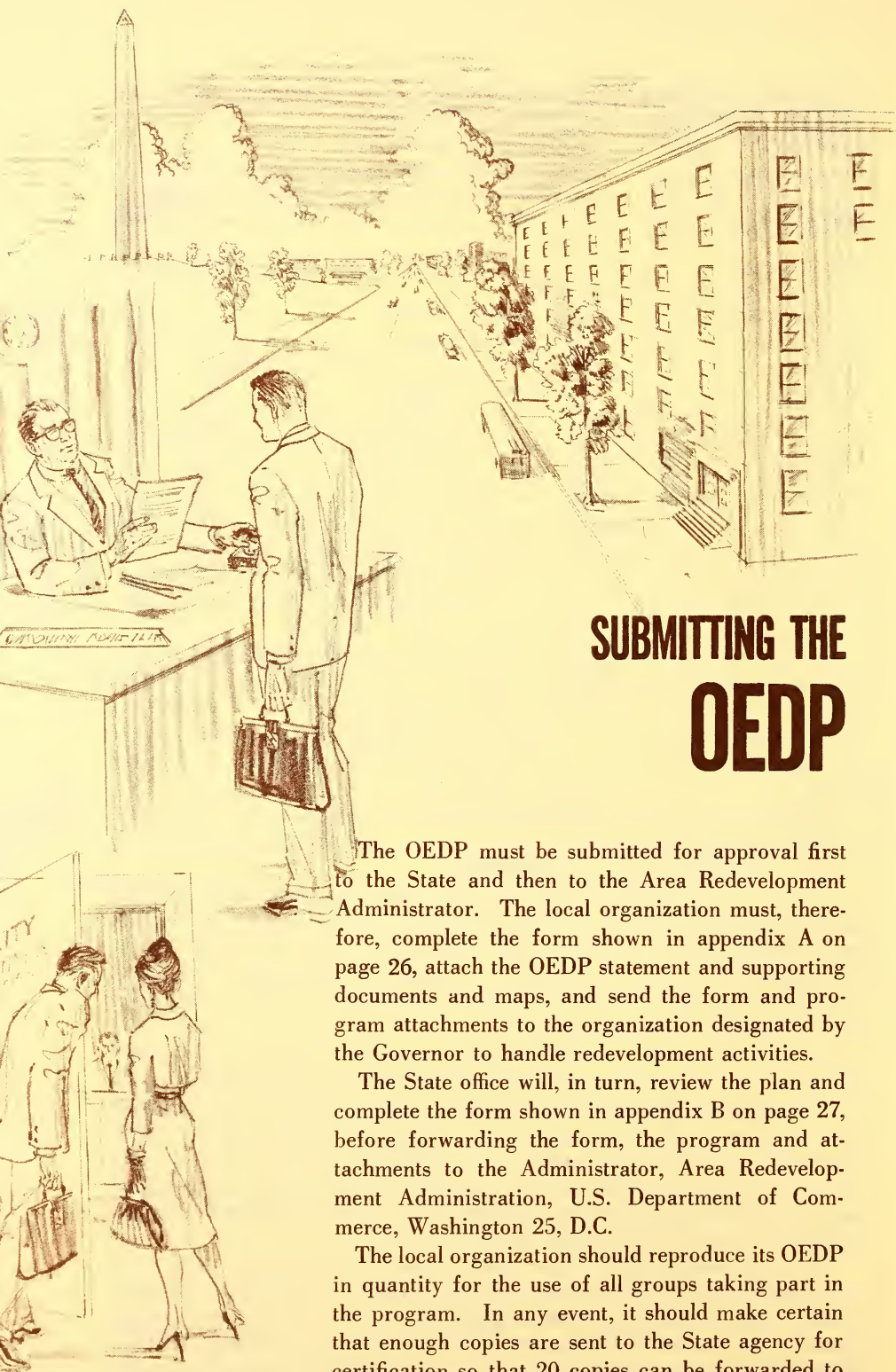
To help with Indian reservations and with mineral resource areas, the U.S. Department of the Interior will have personnel and resources available to help redevelopment areas get started.

The U.S. Department of Labor, the U.S. Department of Health, Education, and Welfare, the Housing and Home Finance Agency, and the Small Business Administration all have many technical services to assist the redevelopment area at various phases of program development. And field coordinators of the Area Redevelopment Administration are always available to assist the local organization.

The local organization should establish early contact with the State agency designated by the Governor to coordinate State responsibilities under the act.

It is important that local organizations work closely with the designated State agencies, since they play a major role in the redevelopment process. These State agencies review and approve OEDP's before they are sent to the Area Redevelopment Administration, and later are requested to certify that project proposals are consistent with the overall program before the project requests are forwarded to ARA for consideration.

Before approving OEDP's from rural areas, the Area Redevelopment Administration relies on the recommendation of the Department of Agriculture to determine whether the economic plans are consistent with general objectives for the economic development of rural America. Similarly, OEDP's submitted by Indian reservations and mineral resource areas go first to the Department of the Interior for its recommendations.



SUBMITTING THE OEDP

The OEDP must be submitted for approval first to the State and then to the Area Redevelopment Administrator. The local organization must, therefore, complete the form shown in appendix A on page 26, attach the OEDP statement and supporting documents and maps, and send the form and program attachments to the organization designated by the Governor to handle redevelopment activities.

The State office will, in turn, review the plan and complete the form shown in appendix B on page 27, before forwarding the form, the program and attachments to the Administrator, Area Redevelopment Administration, U.S. Department of Commerce, Washington 25, D.C.

The local organization should reproduce its OEDP in quantity for the use of all groups taking part in the program. In any event, it should make certain that enough copies are sent to the State agency for certification so that 20 copies can be forwarded to the Area Redevelopment Administration.

When the territory covered by an OEDP lies in two or more States, the review agency for each State should certify the program. If this is not feasible, an OEDP for each State will be accepted for review.

The Area Redevelopment Administrator will review the long-range program and inform the State and local organizations of the action that is to be taken. He will also notify other Federal agencies cooperating in the program, so that their resources can be brought to bear on the problems of unemployment and underemployment.

If the OEDP is considered to be inadequate, it will be returned to the local organization with suitable suggestions for revision. Also, should some phases of the program require explanation, in order that a proper evaluation can be made by ARA (see appendix C), the local group may be asked to supply further information.

To get the area redevelopment program underway with minimum delay, ARA may give provisional approval to an OEDP. This will make it possible for the local group to submit requests for assistance on specific projects. Approval of an OEDP does not mean automatic acceptance of each project listed in the program. Projects will be judged on their individual merits.

If provisional approval has been given, the more comprehensive economic program should be prepared and submitted within 1 year, although, under unusual circumstances, the Administrator may extend this period.

The overall economic program should contain clear statements of background facts, problems and potentials, and a reasonable action program with priorities clearly defined. In summary form, it need not exceed 10 to 25 typewritten pages, plus supporting documents and maps. Length is not critical; what is desired is a clear, well-explained program.

Later, the provisional program can be expanded and refined to meet the requirements for a more detailed program. Consideration of this comprehensive plan will afford the Administrator the best possible guide to the community's aspirations, and will allow both the community and ARA to judge progress made since the first economic program was submitted.

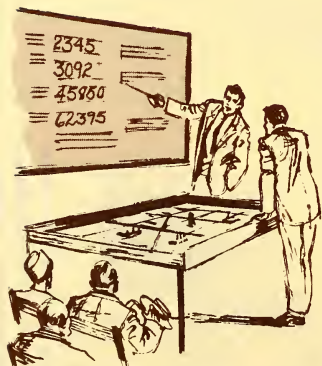
Recent studies of an area's economy and potentials may be used as special background materials for the OEDP. The area of these studies, however, should coincide as closely as possible with the redevelopment area, and the studies should provide sufficient data upon which recommendations for an economic development program can be based. When the OEDP covers a broad region, of which the redevelopment area is only a part, it is permissible to rely heavily on the regional study. However, pertinent statistics and program conclusions for the redevelopment area must also be included.



ESSENTIAL ELEMENTS OF THE OEDP

Elements essential to an Overall Economic Development Program are listed as guidelines to the local group preparing the program. Under the heading for each element is a brief indication of the general type of information required.

REDEVELOPMENT AREA ORGANIZATION



Briefly describe the membership, legal authority, record of accomplishments, and financial capabilities of the organization officially sponsoring the OEDP.

If the local organization represents a redevelopment area of no more than one or two communities, all of the following information is necessary. If several communities are included, the organization will have a more general function that need not include authority to handle and disburse funds. The redevelopment organization may then function primarily as a spokesman for the area in the promotion of its redevelopment activities.

Membership.—Interests represented, function or position in the community or area, principal officers, nature of the technical staff, other assistance used in preparing the OEDP. Membership should be representative of major community interests.

Legal Authority.—Legal capability of the organization, or of cooperating groups, to act on financial aspects of economic development, including the handling of funds for site acquisition and factory construction. If another organization has been designated to receive and disburse funds, this information should be included.

Record of Accomplishments.—Length of time the organization has been active; brief description of economic development activities for which the organization, or cooperating groups, have been responsible.

Financial Capabilities.—Organization's ability to raise local equity capital or loan funds for commercial and industrial projects. As these may at times necessitate backing by municipal, county, and State entities, as well as by the organization's own capital and resources, data should be provided on help that the program will be expected to get from such other sources.

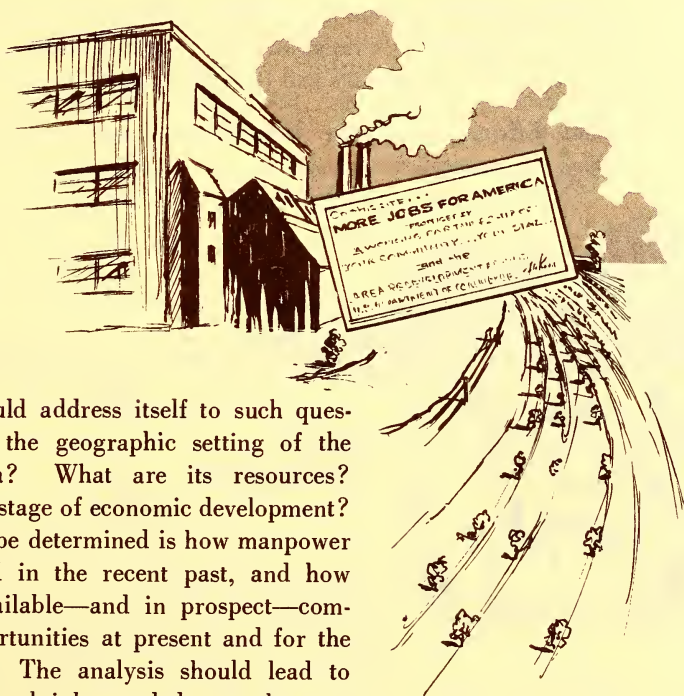
THE REDEVELOPMENT AREA AND ITS ECONOMY

This section should address itself to such questions as: What is the geographic setting of the redevelopment area? What are its resources? What is the present stage of economic development?

The key point to be determined is how manpower and jobs compared in the recent past, and how manpower now available—and in prospect—compare with job opportunities at present and for the foreseeable future. The analysis should lead to estimates of additional jobs needed over the next decade.

General Description of Area.—Location; boundaries, lakes, rivers, and topographic features; geography, climate; land-use patterns and ownership; public utilities; railroads, highways, and transportation services; community facilities, such as schools, libraries, hospitals, playgrounds, municipal buildings. Maps would be helpful.

Population and Labor Force.—Number of inhabitants and workers; distribution and characteristics of work force since 1940.



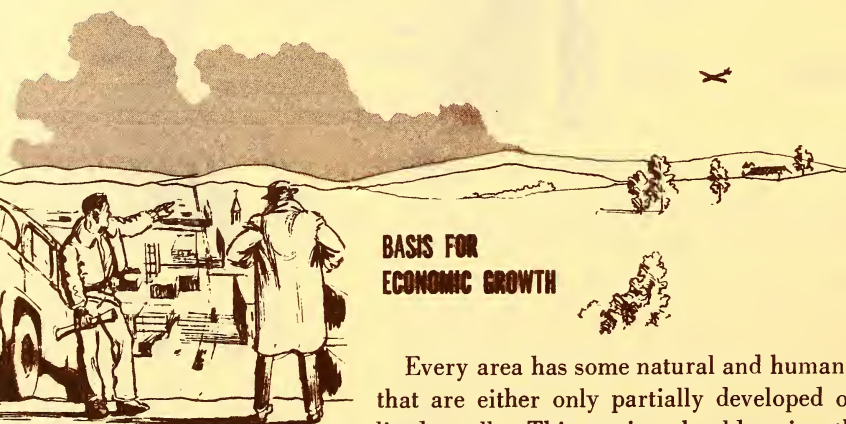
Principal Economic Activities as Measured by Employment.—Comparative employment in manufacturing, retail and wholesale trades, public and professional services, mining and forestry, farming—and the role of these activities in the total economy.

Unemployment or Underemployment.—Extent of unemployment or underemployment; duration in comparison with national levels; major activities involved; nature and extent of seasonal work; levels of family income.

Factors Contributing to Economic Decline or Stagnation.—Depleted natural resources; technological changes; unsatisfactory transportation; competition with other areas; lack of adequate financing; limited skills of labor force; unsatisfactory sewer, water or other facilities; shifting or changing markets; inadequate size of farms.

Anticipated Need for New Jobs.—Population growth or decline; net in- or out-migration; availability of vocational training to help workers meet new skill requirements and job opportunities; technological changes.

Past Efforts To Solve Problem.—Programs tried; evaluation of reasons for success or failure.



Every area has some natural and human resources that are either only partially developed or not utilized at all. This section should review the overall picture of resources, markets, and skills available in the area's fight to regain a new economic footing. It should attempt to answer such questions as:

Could these resources be the basis for the growth of new industries of a permanent nature that might be established in the area, or for the expansion of existing industries?

What opportunities are there for developing or enlarging the tourist business—one of the fastest growing industries in America?

What costs can be anticipated in developing these resources?

How many new jobs might this expansion create?

Some of the broad areas worthy of community exploration in assessing resources and skills include the following:

Mining and Quarrying.—Location; accessibility; reserves; cost of development; basis for new industry; potential employment based on fuller use of these resources.

Forest and Agricultural Products.—Nature of resources; present utilization; employment based on utilization of these resources; specific expansion opportunities, especially for building small plants. In regard to the foregoing it would be helpful to have land-use maps, showing access roads or railroads. These should be supported with details of land ownership, including private, county, State, and Federal holdings. An up-to-date inventory of timber is needed with details of species, density, ownership, quantities of sawtimber, poletimber, forestation or afforestation, actual and potential drain, present market. Similarly, statistics concerning crop production, irrigated and dry-land farm practices, value of crops, where sold, potential market, economic feasibility of processing, canning, or freezing. Survey should cover livestock, dairy and poultry production, and whether packinghouses, tanneries, or food-processing plants could be supported.

Tourism.—Nature, location, and accessibility of specific tourist attractions; facilities and improvements needed to realize full potentials. Statistics and explanations should cover past tourist volume, existing accommodations, percent occupancy heretofore, estimated need and cost of lodges, marinas, boats, cabins, ski-lifts, swimming facilities, camp site developments, sanitary installations. Where do tourists now come from and what is being done to attract more? Are such efforts being coordinated with neighboring areas?

Industrial and Commercial Buildings.—Type, size, and condition of existing structures; adaptability to different industrial operations; extent and cost of necessary remodeling; suggested uses for existing or remodeled buildings; new employment opportunities which might be generated. Who owns buildings now? On what terms are they available for rental or sale? What is their tax assessed value and what is the tax rate applicable?

Industrial and Commercial Sites.—Location; acreage; topography and drainage; depth of bedrock; improvements—water, sewer, roads; available transportation facilities—rail, highway, water, air.

Human Resources.—Approximate number of unemployed or under-employed workers and characteristics; nature of skills and occupational potential of the unemployed; kinds of retraining needed to provide available workers with marketable skills; facilities available in the area for retraining purposes.

Other Area Resources.—Markets; transportation facilities; water; fuel; power; schools; hospitals; parks.

PROBLEMS

and needed adjustments

Some of the obstacles that should be removed in order to aid area economic growth, and thus put people to work, are listed here. There may be other problems, peculiar to particular redevelopment areas, but these are fairly typical.

Lack of Venture Capital and Entrepreneurship.—Failure to capitalize on local industrial, recreational possibilities; hazards of small business; expensive money.

Unsatisfactory Industrial Sites.—Rough terrain; poor drainage; limited choice of sites; absence of large tracts; poor or nonexistent rail, highway or other transportation facilities.

Lack of Satisfactory Rental Space for Small New Industries.—Inadequacy of existing structures; insufficient parking areas; need for long-term lease at low rate.

Retraining Problems and Needs.—Potential skills of local unemployed related to job opportunities anticipated under redevelopment plan; facilities and personnel needed for training or retraining.

Inadequate Public Utility Services.—Unsewered industrial and commercial sites; sewage disposal problem; inadequate water supply; water pollution problems. Has the area investigated possible assistance available from the Department of Health, Education, and Welfare and the Housing and Home Finance Agency?

Physical Deterioration of Area.—General lack of upkeep; vacant structures; neglected community facilities; absence of new construction; difficulty of road maintenance and extension. And other factors inhibiting new economic activity.

Local Government Financing Capabilities.—Erosion of tax base; unrealistic assessment rate; reduced capability for improving schools and other public facilities; high public debt per capita; lack of confidence in area as a factor in cost of borrowing.

AREA GOALS AND PROGRAM

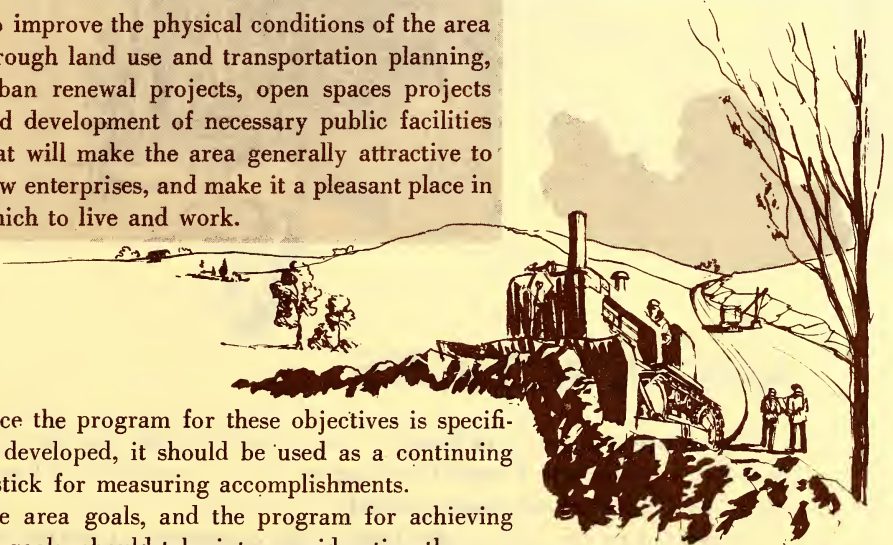
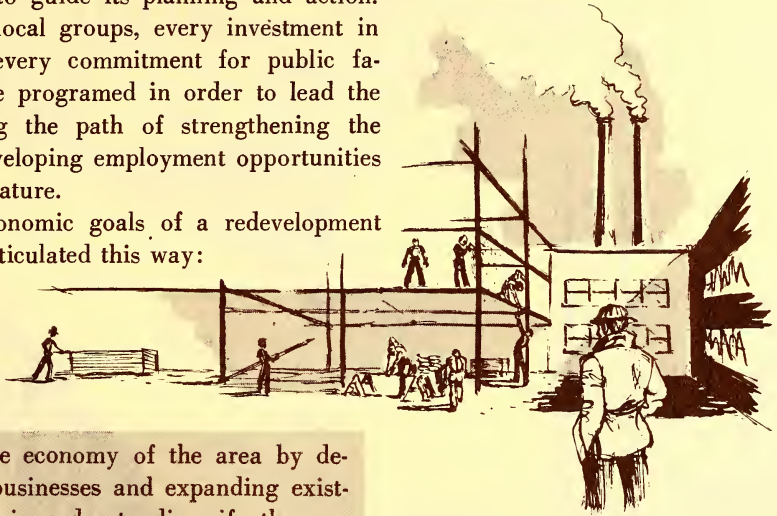
Every redevelopment area should establish goals and a program to guide its planning and action. Every move by local groups, every investment in new buildings, every commitment for public facilities should be programed in order to lead the community along the path of strengthening the economy and developing employment opportunities of a permanent nature.

The broad economic goals of a redevelopment area might be articulated this way:

- To improve the economy of the area by developing new businesses and expanding existing enterprises in order to diversify the economic base and provide, within reasonable limits, high employment on a permanent basis.
- To improve the physical conditions of the area through land use and transportation planning, urban renewal projects, open spaces projects and development of necessary public facilities that will make the area generally attractive to new enterprises, and make it a pleasant place in which to live and work.

Once the program for these objectives is specifically developed, it should be used as a continuing yardstick for measuring accomplishments.

The area goals, and the program for achieving these goals, should take into consideration the contribution that the community, the State and the Federal Government can make in this new partnership.





LOCAL ACTIONS

There are a number of things a community, itself, can do to help put its economy on a sound footing to make it capable of keeping pace with national economic growth.

A careful review is in order before the community puts its action program into final shape. Not all the following courses of action may be appropriate to any one community—the situation will be affected by the problems, potential and needs of the area.

- Identify good industrial sites and prepare land for industrial uses by installing needed public utilities and access roads.

- Evaluate demand for new industrial and commercial buildings that may be needed for expansion of existing enterprises or to accommodate new industry; explore ways of financing needed construction.

- Enlarge or remodel existing industrial and commercial structures to satisfy changing needs.

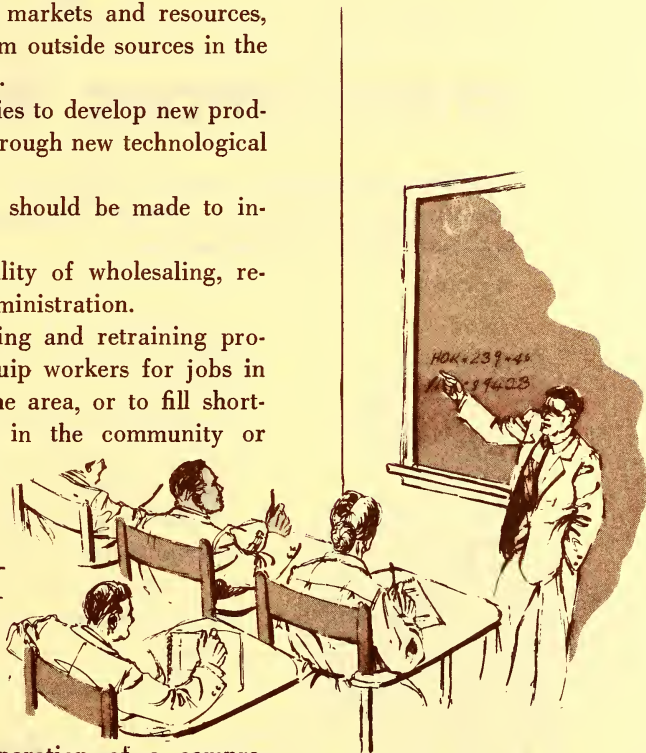
- Develop small new industries—"home-grown industries" based on local markets and resources, seeking help, if needed, from outside sources in the form of technical assistance.

- Assist existing industries to develop new products and expand markets through new technological and market information.

- Determine moves that should be made to increase tourist business.

- Investigate the feasibility of wholesaling, regional distribution and administration.

- Begin vocational training and retraining program for local force to equip workers for jobs in new industry locating in the area, or to fill short-supply occupations either in the community or within commuting distance.



- Begin immediate preparation of a comprehensive study to provide a better basis for land-use planning as an integral part of economic growth.

- Develop a comprehensive highway plan to serve as a guide for intelligent development of the area.

- Begin an urban and rural renewal program that will upgrade the physical attractiveness of the community.

- List research projects that may be needed to help unlock developmental opportunities, such as a study of the quantity and quality of a natural resource in which a prospective manufacturer may be interested.



STATE ACTIONS

Once the area has listed the actions it can undertake on its own, consideration should be given to the types of assistance that may be available from State sources.

- Assistance in preparing the comprehensive OEDP—on which work should be initiated as early as possible.
- Gathering data and offering technical advice in studying resources and in determining the practicability of projects.
- Assistance in planning programs and other community improvement activities.
- Participation in financing needed industrial and commercial projects, or public facilities projects.



- Assistance in formulating an effective program aimed at developing industry and in advertising the area's potential as a site for establishment of branch plants of national concerns.
- Development of appropriate highway and public works programs.
- Establishment of necessary worker retraining programs, including facilities, to carry out this important phase of redevelopment activities.

FEDERAL ACTIONS

The Federal Government can aid redevelopment areas in many ways, for one of the great strengths of this new partnership program is the fact that the resources of many Federal agencies have been mobilized in the fight on area unemployment and underemployment.

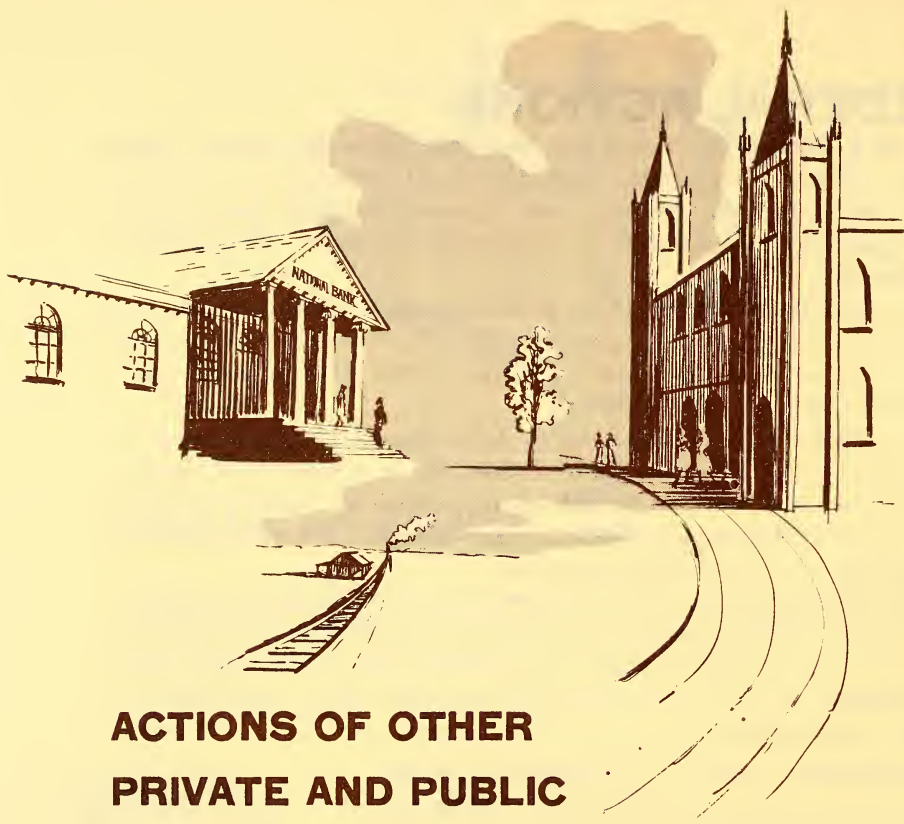
The assistance that the Area Redevelopment Administration can provide is described in the pamphlet *Your Community and the Area Redevelopment Act*, available on request from ARA or the Department of Commerce Field Offices.

In addition, the Department of Agriculture, the Department of the Interior, the Department of Labor, the Department of Health, Education, and Welfare, the Housing and Home Finance Agency, and the Small Business Administration—all these are major sources of assistance to redevelopment areas.

The kind of Federal assistance provided is outlined in *Handbook of Federal Aids to Communities*, which can be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington 25, D.C., at a cost of 45 cents per copy. Examples of Federal aid include:

- Aid either from the Area Redevelopment Administration or from the Small Business Administration in financing new industrial and commercial construction.
- Assistance in organizing and financing a program to retrain local labor, including recruitment of trainees and subsistence allowances for workers learning new skills.
- Reference to information services and publications including product studies and services aimed at developing new products and new markets for existing industries.
- Technical assistance and guidance in developing recreational resources and tourist potential.
- Advice and assistance on public works planning and development.
- Financial assistance on local urban renewal program.
- Financial assistance in developing urban, regional, and State planning programs.
- Services related to mineral exploration and evaluation.
- Technical assistance on economic problems of local agriculture and guidance on programs for improving rural economy.





ACTIONS OF OTHER PRIVATE AND PUBLIC ORGANIZATIONS

In addition there are many types of organizations which can serve as invaluable sources of information helpful to local organizations in preparing their OEDP.

Public utilities, railroads, banks, colleges and universities, chambers of commerce, professional societies, specialized research organizations and foundations, trade unions (particularly with reference to available skilled workers)—all these and similar groups can make a significant contribution to the area program, particularly if they gather and maintain data not available from State and Federal agencies.

ATTACHMENTS

Many redevelopment areas have already prepared economic reports, studies and fact sheets which will contribute to the general assessment of the area economic problems. A listing of these reports—citing title, date, authorship and publishing or issuing source—should be attached to the OEDP.

Studies that have a direct bearing on the redevelopment area and its program, and pertinent maps, should be forwarded with the Overall Economic Development Program, if copies are available.

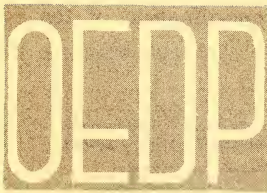
IN SUMMARY

This publication is a guide—not a rigid prescription—for preparing an Overall Economic Development Program, for in the last analysis the community knows best what its problems are, and is in the most advantageous position to ascertain the road which must be followed to economic rehabilitation and full employment.

An OEDP represents the current best judgment of area representatives. It is not unalterable and binding for all times. It should be modified on the basis of better, up-to-date information—and it should be updated as efforts taken by the community, State and Federal Government together result in improvements in the economy of the redevelopment area.

The responsibility for the success of all redevelopment efforts rests, in the last analysis, on the community. There is no magic formula for building a better community—what is needed is hard work, initiative, investment and imagination. To this must be added the proper local spirit—a spirit of cooperation between all segments of the community to get the job done.

Without these ingredients, there can be no lasting economic improvement. If these elements are present in the community, however, the resources of the State and Federal Government can be added to them, and stronger local economies can be created and jobs can be found for those people who want meaningful employment within the framework of our private enterprise system.



APPENDIX A - SAMPLE FORM

SUBMITTAL OF OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP)

By Redevelopment Area Organization

Administrator
Area Redevelopment Administration
U.S. Department of Commerce
Washington 25, D.C.

Dear Sir:

The attached Overall Economic Development Program (OEDP) for the
----- Redevelopment Area is hereby officially
submitted by the -----, which
(Name of Redevelopment Area Organization)
includes the following members:

<i>Name</i>	<i>Affiliation</i>	<i>Community</i>
-------------	--------------------	------------------

This organization, representing all interested groups in the Redevelopment Area, is charged with implementation and/or coordination of the OEDP, prepared for the Area.

Attested this ----- day of
-----, 196----

By -----
(Signature of official authorized to represent Redevelopment Area Organization)

(Signature of Attesting Official)

(Title)

(Title)

[SEAL]

APPENDIX B - SAMPLE FORM

CERTIFICATION OF APPROVAL OF OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP)

By State Economic Development Agency

being the State agency officially identified by the Governor of the State of
----- to exercise responsibilities under the Area
Redevelopment Act (Public Law 87-27), has reviewed the Overall Economic
Development Program for the ----- Rede-
velopment Area, and certifies that:

- (a) The Redevelopment Area Organization submitting the OEDP appears to be representative of the Redevelopment Area and qualified to implement and/or coordinate the Program.
- (b) The factual data included in the OEDP appear to be reliable and reasonably interpreted.
- (c) The major elements of the OEDP appear to be realistic considering the Area's resources and potentials.

Attested this ----- day of
-----, 196----

By -----
(Signature of Official authorized to
represent Agency)

(Signature of Attesting Official)

(Title)

(Title)

[SEAL]

APPENDIX C - SAMPLE FORM

GUIDELINES FOR REVIEW OF OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP)

By Area Redevelopment Administration

Name of Redevelopment Area

Date Received No. Reviewed by

Date Reviewed Action Taken.....

1. Have both the local Redevelopment Area Organization and the official State agency approved this OEDP?
2. Is the local organization submitting this OEDP representative of the Redevelopment Area?
3. Does the OEDP cover the entire Redevelopment Area?
4. Are Redevelopment Area problems and goals clearly defined?
5. Have sufficient, authoritative supporting data been included?
6. To what extent have data been analyzed?
7. Does the OEDP describe past efforts to solve Redevelopment Area problems and reasons for their success or failure?
8. Does the OEDP explore all reasonable approaches in seeking a solution to local problems?
9. Is the overall program feasible, considering financial, labor, technical and other resources of the Redevelopment Area?
10. Are the various phases of the program listed in order of priority with reference to the role played in each phase by private interests, and by local, State, and Federal governments?

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AREA REDEVELOPMENT ADMINISTRATION**